

Available online at www.sciencedirect.com**ScienceDirect**

Procedia Manufacturing 3 (2015) 6451 – 6458

Procedia
MANUFACTURING

6th International Conference on Applied Human Factors and Ergonomics (AHFE 2015) and the
Affiliated Conferences, AHFE 2015

Training on Ergonomic Risk Prevention for Telemarketing Operator: Methodological Aspects.

Berla Moreira de Moraes^a1; Fabiola de Lima Gonçalves^b; Adílio Moreira de Moraes;
Emylio César Santos da Silva.

^aUniversidade Federal da Paraíba, Cidade Universitária, CEP: 58051-970 - João Pessoa, PB, Brazil.

^bUniversidade de Fortaleza, Avenida Washington Soares, CEP 60811-905 – Fortaleza, CE, Brazil.

Abstract

The Ministry of Labor and Employment - MTE in 2007 approved an attachment on the Regulatory Standard 17 (NR17 - Ergonomics) for telemarketing activity. Thus, companies should adopt ergonomics in the workplace and train your operators on occupational hazards and preventive measures. After eight years of regulation, also points up the breach of the said rule and the lack of information by the workers about the occupational risks they face and the preventive measures. This article aims to present the methodology used in training on prevention of occupational risks, based on Annex II of NR17 to telemarketers. Methodology: The process starts with the visit and participant observation of the work environment. Then schedule to training with all the OT and managers. After occurs a 04 hours clarifying training about occupational hazards and preventive measures using active methodology with case studies. Practical activities are carried out to learn to adjust the furniture, sanitize the equipment, voice preparation techniques, visual and mental relaxation and lengthening body. After 06 months as recommended by the NR, there is a second phase of training. Results: The research showed the importance of educating the worker about to occupational risks and the adoption of preventive measures. There was the training of 100% of the operators. In the end, 90% of workers considered the training important and will help in their day-to-day work. In the second phase, after 06 months, all remained at work and 100% participated in the training. In the end 85% considered the training important and will help in their day-to-day. 100% state that the adoption of preventive measures also depends on the company's commitment.

© 2015 The Authors. Published by Elsevier B.V. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of AHFE Conference

Keywords: Training, Ergonomic, Prevention.

* Corresponding author. Tel.: +0-000-000-0000 ; fax: +0-000-000-0000 .

E-mail address: berlaufpb@gmail.com

1. Introduction.

The central telemarketing, better known as call centers, employ millions of people worldwide. Numerous branches of the current economy: telephony, banks, industries, businesses, utilities, has used the service of telemarketers to communicate with the client, providing information to the public, receiving complaints, sales and technical services, among others. The telemarketers' work content is determined by the characteristics of the company, so communication with customers and users can give "active" form when the operator's customers demand the function generally for the sale of products and research, and "passive" when the employee receives phone calls and seeks to resolve claims involving complaints, requests, requests for guidance, among others [1]. The connection between the telemarketers and customers usually occurs automatically, where there is a distribution of calls in a computerized way, without the possibility of control by the operators of the service times [2]. The requirements established by the company to maintain a standard of number of calls and average duration of calls are disconnected to the breaks used by employees for their personal needs, which leads to discomfort made worse by the stressful conditions that the work requires. Because it is a work with high employability of workers, there was a significant increase in complaints of illness and absence from work due to work-related musculoskeletal disorders (MSDs), vocal problems, hearing problems and mental illness. National and international scientific works such as [2], [3] and [4] confirmed the linkage of complaints of workers to work in call centers. In Brazil, the concern with the population group sickened telemarketers, motivated the Ministry of Labor and Employment - MTE in 2007 to approve an attachment in Regulatory Standard 17 (NR17 - Ergonomics) for telemarketing activity [6], establishing minimum standards of ergonomics contractors to adopt the form of working environment to provide maximum comfort, safety and efficient performance to their workers. Among these parameters there is the training, so companies should adopt ergonomics in the workplace and train your operators on occupational hazards and preventive measures. This article aims to present the methodology used in training on prevention of occupational risks, based on Annex II of NR17 to telemarketers.

2. Regulatory Standard 17 and Annex I: Ergonomics in Call Center

The Regulatory Standard number 17, published by the Ministry of Labor and Employment (MTE) in 1978, with the last update in 2007 [5], pronounced minimum parameters for application of ergonomics in the workplace, seeking to provide maximum safety, comfort and efficient performance. Working conditions include aspects related to lifting, transportation and disposal of materials, furniture, equipment, environmental conditions and organization of the work process. Annex II of NR 17, published in 2007 specifically addresses the application of ergonomics at work in telemarketing, promoting a healthy work and no risk in communication with these stakeholders: customers and users through voice and / or e-mail, with the simultaneous use of hearing equipment / listening and speaking electronics and computer system or data processing manual. This annex proposes that employers observe and comply with the following parameters for telemarketing activity [6]:

2.1 Workstation furniture

The work of the telemarketer is predominantly sitting, using a table and chair. Such features should allow postural changes, easy to trigger adjustments in order to provide sufficient space for their comfort. According to Annex II of NR 17, must meet at least the following parameters:

- a) the video monitor and the keyboard should be supported on surfaces with independent adjustment mechanisms, or b) with single adjustable surface for keyboard and monitor when it is endowed with independent adjustment of at least 26 (twenty six) centimeters in the vertical plane;
- c) a reference material without counter should have a minimum depth of 75 (seventy-five) centimeters measured from its leading edge and width of ninety (90) centimeters areas that provide manual range of at most 65 (sixty-five) centimeters radius on each side focusing action on an operator's shoulders in working position;
- d) the bench with reference material must have at least depth of ninety (90) centimeters from its front edge and width of one hundred (100) centimeters that provide manual reach areas of a maximum of 65 (sixty five)

centimeters radius on each side, centered measures in the operator's shoulders in working position, for free use and document access;

- e) the work plan should have rounded edges;
- f) working surfaces shall be adjustable in height in a minimum of thirteen (13) centimeters, measured from the top surface, allowing the support of the soles of the feet on the floor;
- g) the pointing device on the screen (mouse) must rest on the same keyboard surface, placed in area within easy reach and with enough space for the free use;
- h) the space under the work surface must have a minimum clear depth of 45 (forty five) centimeters at the knees and seventy (70) centimeters at feet, measured from its front edge;
- i) where the operator's feet do not reach the floor, even after the adjustment of the seat, must be provided footrest that fits the length of the worker's legs, allowing the support of the soles of the feet, with adjustable tilt and coated surface of non-slip material;
- j) The seats should be provided with:

1. support in five (05) wheels whose resistance avoid involuntary displacement and that do not compromise the stability of the seat;
2. surfaces where there is upholstered body contact and coated material that allows perspiration;
3. base upholstered with density material between forty (40) to fifty (50) kg/m³;
4. height adjustable upper surface, from the floor, between 37 (thirty-seven) and fifty (50) centimeters and can be adopted up to 03 (three) types of chairs with different heights, in order to meet the needs of all operators;
5. useful depth of 38 (thirty-eight) to 46 (forty-six) centimeters;
6. rounded front edge;
7. base with little or no shaping aspects;
8. adjustable backrest height and anterior to posterior, with slightly tailored to the body for protection of the lower back form; width of at least forty (40) centimeters, and with respect to the backrests of at least 30.5 (thirty point five) centimeters;
9. adjustable arms support in height of 20 (twenty) to 25 (twenty five) centimeters from the seat, and its length should not interfere with the movement towards the chair over to the table, not with the movements inherent to task execution.

2.2 Workstation equipment

Should be provided individual free microphone and earphone sets (head-sets), enabling the operator to alternate the use of the ears over the working day and are always replaced where defects or wear and tear.

The head-sets are:

- a) be guaranteed by the employer to correct hygiene and operating conditions recommended by the manufacturers;
- b) be replaced promptly when operating irregularities are detected by the operator;
- c) have their operating devices and controls easy to use and reach;
- d) allow individual adjustment of the intensity of the sound level and be provided with protection against acoustic shock and high intensity unwanted noise system, ensuring the understanding of the messages.

Video displays should provide correct viewing angles and be positioned frontally the operator and must be equipped to be regulated to allow the correct screen adjustment to ambient light, protecting the worker from unwanted reflections.

2.3. Environmental working conditions

Working environments must meet the provisions of subsection 17.5.2 of the NR-17, complying with at least the following parameters: a) noise levels in accordance with the provisions of NBR 10152, Brazilian standard registered

in INMETRO², observing the acceptable noise level for the purpose of comfort of up to 65 dB (A) and the noise assessment curve (NC) of no value higher than 60 dB; b) effective temperature index between 20 and 23°C(Celsius);c) air velocity not exceeding 0.75 m/s;d) relative humidity not less than 40% (forty percent).

2.4. Work organization

The organization of work must be done so as not to be activities on Sundays and holidays, either whole or in part, except for authorized firms previously by the Ministry of Labor and Employment, as provided in Article 68, "caput" of the Labor Code and the activities provided for by law.

Workers are provided in previously authorized cases, at least one day of paid weekly rest falls on a Sunday every month, regardless of goals, defaults and/or productivity. Working time in effective activity of telemarketing is a maximum of six (06) hours a day, including breaks in it, subject to remuneration. The extension of time under this item will only be permissible under the law, subject to the breaks provided for in this Annex within the limit of 36 (thirty six) hours per week of effective time in telemarketing activity. To prevent mental overload, static muscular neck, shoulders, back and upper limbs, companies must allow the enjoyment of rest breaks and breaks for rest and food for the workers. The breaks should be granted: a) outside the workplace; b) in 02 (two) periods of ten (10) continuous minutes; c) after the first and before the last sixty (60) minutes of work in telemarketing activity.

2.5. Training of workers

All operation and management workers should receive training that provides knowledge of different diseases related to its activity, its causes, effects on health and preventive measures.

The training should include at least the following items: a) basic knowledge about the risk factors to health telemarketing; b) prevention measures indicated for the reduction of risks related to work; c) information about the symptoms of illness that may be related to telemarketing activity, mainly involving the musculoskeletal system, mental health, vocal functions, hearing and visual acuity of workers; d) information on the correct use of furniture setting mechanisms and equipment of jobs, including guidance to toggle ears in the use of mono headphones or earphones and bi-cleaning and replacement of voice pipes; e) duration of four (04) hours upon admission and recycling every six (06) months, regardless of educational campaigns which are promoted by employers; f) mandatory distribution of educational materials printed with the content presented; g) performance during the workday.

2.6. Sanitary conditions of comfort

Must be guaranteed good health and comfort conditions, including permanently proper toilets to use and separated by gender, place to snack and individual lockers for the storage of belongings in working hours. Companies must maintain comfortable environment for rest and recuperation during breaks, outside of the work environment, adequate sized in proportion to the number of users operators, where seats are available, drinking water facilities, toilets and trash cans with lids.

2.7. Occupational health programs and prevention of environmental risks

The Control Program Occupational Health - PCMSO, in addition to meeting the Norm No. 7 (NR 7), must necessarily acknowledge and document the risks identified in ergonomic analysis.

The employer must implement a surveillance program for early detection of cases of diseases related to work proven or suspected object, including passive surveillance procedures (processing spontaneous demand for workers seeking medical services) and active surveillance procedures, making targeted medical examinations that include, in

² INMETRO – Brazilian Institute of Metrology, Quality and Technology

addition to the tests required by standard, collecting data on symptoms related to the psychic apparatus, musculoskeletal, vocal, visual and auditory, analyzed and presented to the use of statistical and epidemiological tools.

2.8. People with disabilities

For people with disabilities and those whose anthropometric measures are not met by the specifications of this Annex, the furniture of the jobs should be adapted to meet your needs, and should be available technical assistance necessary in their respective workplace to facilitate their integration to work, taking into account the effects on the health of these workers.

Working conditions, including access to facilities, furniture, equipment, environmental conditions, work organization, training, sanitation, prevention and care programs for personal safety must take into account the needs of disabled workers.

3. Methodology adopted in training for the prevention of ergonomic risks: the experience with telemarketers

Based on the guidelines in Annex II of Regulatory Standard 17, this article aims to describe the methodology used in training in ergonomics for telemarketers from a telecommunications company, located in Fortaleza, Brazil.

The training was offered to 90 telemarketers predominantly female with an average age of 28, with finished high school and/or undergraduate students who worked the morning shift, from 7am to 1pm, Monday to Friday completing a working day of 36 hours per week, all less than six months of participation in telephone service actively as receptive.

The process starts with the visit and participative observation of specialist staff in ergonomics in the workplace, knowing the target audience, analyzing the furniture, equipment, observing and measuring environmental aspects: noise, temperature and lighting, as well as knowing how the work is organized.

Previous contact with the desktop favored plan the training consistent with reality and needs of telemarketers that company. Given the information scheduled to training 04 hours with all the telemarketers and supervisors in working hours, as recommended by the standard, which are divided into 04 groups of up to 23 people in order to facilitate interaction between the ergonomist and operators and the training of practice for adjustment of equipment and furniture work and preventive measures.

The training was held on 24, 25, 26 and 27 March 2014, from 8am until noon (4 hours) composing six steps:

3.1 First Step: Heating and group interaction, lasting 15 minutes

This is a time of reception of telemarketers, where there was the presentation of the ergonomist and the participants as well as the proposal of the training, steps and goals.

As recommended by the norm, illustrative booklets were delivered (prepared by the ergonomics team) also available to all participants via e-mail as support in monitoring the training and to be consulted as needed.

3.2 Second Step: Application of a self-assessment questionnaire about knowledge workers on occupational hazards and preventive measures, lasting 15 minutes:

We used the self-assessment technique structured, through the application of a questionnaire about knowledge of telemarketers on ergonomic risks that could be exposed, signs and symptoms of illnesses related to work, preventive measures and securities adjustments and equipment.

The answers obtained showed that before the training 40% of telemarketers were unaware of the ergonomic risks they could be exposed in the workplace. 50% of them were unaware of the signs and symptoms of illnesses related to work and only 50% knew how to take prevention measures and how to adjust furniture and equipment for optimum comfort and work efficiency.

The results showed that even after seven years of mandatory training in attendants on ergonomics, there is still a high degree of unfamiliarity with the risks exposed and the preventive measures being one of the factors that lead

telemarketers to get sick on their work environment. It is likely that the fact that the majority of workers are young and in their first job corroborate this result.

3.3 Third Step: for about 1h30min were described risk factors for health, information on the symptoms of illness that may be related to the activity and the preventive measures indicated for the reduction of risks related to the work of telemarketing:

To raise awareness about the risk factors for your health used the methodology of questioning[7], with presentation of cases experienced by telemarketers in their work environment, involving problems with environment and work equipment, symptoms and signs of illness, strategies to minimize the risks. The cases were presented by the ergonomist and discussed in groups with participants. The factors that influence the workload come both worker as age, sex, education, experience and physical, intellectual and psychological, as well as company factors such as the organization of work, furniture and equipment, environment. In telemarketing activity of the risk factors for disease is the rate imposed on the worker: the customer, the productivity targets due to unforeseen by offsetting delays, by the pressure of the supervisors, the performance evaluations, as well as the emotional charge in customer contact and little room for dialogue with supervisors. Other risk factors that should also be considered are the inadequate tables and chairs without setting adjustments or maintenance problems, computer monitor with adjustment problems, slowed system, damaged keyboard and mouse, head set with adjustment problems, or collective use and uncomfortable noises, work environment with low or high temperatures, noise, inefficient lighting. Important workers aware of the possible risks they face in the workplace because it facilitates the detection, monitoring and adaptation.

Associated with knowledge about the disease risk factors, the attendants were invited to learn more about their bodies and recognize signs and symptoms of possible damage to their health. The main diseases that can affect telemarketers and how to identify the signs and symptoms were presented: The work-related musculoskeletal disorders such as tenosynovitis and tendinitis, epicondylitis, myositis, carpal tunnel syndrome, low back pain; vocal disorders as dysphonia; hearing problems such as ear infections, tinnitus; visual disturbances such as in computer vision syndrome and mental disorders such as alcoholism and depression related to work, post-traumatic stress, burnout syndrome.

We believe that the adoption of preventive measures for any worker, especially the telemarketer, there is the need for effective knowledge of their work environment and especially the knowledge of their own bodies, respecting their limits. In a simple and illustrative manner, we presented the body systems most sought in the workplace: musculoskeletal system, nervous and vascular, ocular system, audio system, cognitive and psychological system, since it is a job that requires maintenance for long periods in sitting posture with the use of telephone, computer and headset. Both the use of interactive videos as illustrations, instigated a review of the telemarketer before their bodily features and how he was handling or neglecting their bodies on their desktops.

3.4 Fourth Step: coffee break 15 minutes:

As required during working hours, a break of 15 minutes was inserted in the second hour between the third and the fifth time training.

3.5 Fifth: During one hour was promoted practical activity on the correct use of furniture setting mechanisms and work equipment, as well as body stretching and mental and visual relaxation with breathing techniques, warm-up techniques and vocal relaxation:

After the break, taken up training with practical activities of prevention measures to be taken during the working day. One of the complaints of workers who use computer terminals, especially the telemarketers, is on the furniture and equipment. The NR 17 recommends the type of furniture to be adopted in the telemarketers of the job, however, one can see that although there adequacy thereof, sometimes the worker does not make the necessary adjustments to your body biotype. The ergonomist, before the furniture (table and chair) and equipment (head-sets, telephone and computer terminal: monitor, keyboard and mouse) explained the function and how to use each device settings and

then each participant was asked to make adjustments according to their biotype in order to stay in a sitting posture as comfortable throughout your journey.

Then the ergonomist invited all participants to learn body stretching techniques to be applied before and after the work shift, especially the muscles of the body segments committed the telemarketer work: neck, spine, legs, arms, wrists, hands and fingers and learn how to self-massage. These help to reduce muscle tension in the workplace and minimize the risks of musculoskeletal illness related to work.

Another oriented technique was eye relaxation is to guide you every hour of work; the telemarketers should rest the eyes of the video monitor for five minutes, and increase the number of flashes along the way in order to keep eyes lubricated. It was also instructed as the careful cleaning and proper placement of the monitor.

Important to involve both the stretch, as self-massage with breathing techniques and meditation. The slow, deep breathing promotes cerebral oxygenation, reduces stress levels and therefore helps to relax the body and the mind.

As a last orientation were shown phonoarticulatory exercises presented through a video produced by a speech therapist. Were related to vocal warm-up technique before beginning work favorably conditioning the muscles of the vocal tract for the workday with the slowdown need and vocal relaxation at the end of the working day or whenever necessary. It also directed the need for water intake in natural temperature throughout the working day for hydration.

Other tips as guidance for the adoption of healthy lifestyle habits such as avoiding drinking alcohol, avoid smoking, have balanced and healthy diet, good sleep habits, were suggested and encouraged.

3.6 Sixth Moment: In the last 15 minutes, the telemarketers evaluated the strengths and weaknesses of the training, as well as suggestions to be addressed for the second time in six months.

In the end, the telemarketers were asked to rate the moments of training, assigning values using the Likert scale: (1) not important, (2) slight important, (3) important (4) very important (5) extremely important. Obtained results in approval of 100% of the telemarketers for the six steps of training, and 80% considered all steps extremely important for their qualification. 20% considered very important and will help in the day-to-day work. After 06 months, as recommended by Annex II NR 17, was held the second phase of training. All telemarketers remained at work and 100% participated in training on 21, 22, 23, and September 24, 2014, for 1 hour, forming three steps, as it is reported below:

3.7 Welcome and application of self-assessment questionnaire, for 15 minutes:

Was applied again the same questionnaire in a structured self-assessment, in order to confront the worker's behavior before and after clarification of occupational hazards.

The responses show that after six months of training 100% of telemarketers knew ergonomic risks that could be exposed in the workplace, 100% knew the signs and symptoms of illnesses related to work as well as 100% knew of prevention measures and adjusting furniture and equipment for optimum comfort and work efficiency. But when asked about their implementation at work, about 30% reported that even knowing, did not adopt preventive measures, especially the mental relaxation because it failed to incorporate them in the work routine, forgetfulness or due to pressure they and the company imposed for achieving the goals.

3.8 Enquiry time, for 40 minutes:

Then for 40 minutes, approach to the questions about occupational hazards and preventive measures. The main questions were related to how to deal with stressful situations from contact with customers. A conversation wheel was established and opened up a debate between them to socialize the used strategies, which produced positive effects and those that did not produce beneficial effects. The ergonomist intervened whenever necessary with tips and guidelines before they brought as strategies.

3.9 Ending with the assessment of training, for 5 minutes:

At the end, as in the first training, the telemarketers were asked to evaluate it, assigning values using the Likert scale: (1) not important, (2) slight important, (3) important (4) very important (5) extremely important. Obtained results in approval of 100% of the telemarketers for the three steps of the training, and 85% considered all steps extremely important and 15% considered it important and will help in the day-to-day work. Importantly, 100% of the telemarketers indicate that the adoption of preventive measures also depends on the company's commitment.

An important aspect to be considered when proposing training workers is whether this knowledge will actually be adopted in the workplace. One of the main responsible for applying, in the workplace, the training content is the support for transfer. The support for transfer consists of situations and consequences that inhibit or facilitate the transfer of what was learned in training to the desktop[8]. However, some factors may interfere positively or negatively in the application of newly acquired knowledge, this point is called to support the transfer. These can range from the availability of equipment; adequacy of securities to the organizational support aspects is the leadership and fellowship of colleagues.

4. Final Thoughts

The work of the telemarketers consists of ergonomic hazards, whose illness has increased in recent years, despite the recommendation of the MTE for compliance with Annex II of NR 17. After eight years of regulation, is still observed the violation of this, as well Ignorance of workers about occupational hazards they are exposed and prevention measures.

In this case study with telemarketers a telecommunications company, the company fulfilled one of the requirements proposed by the standard, involving all workers in health care management through training in ergonomics. During the two periods of training, it was noticed that the telemarketers they adopted inadequate sitting postures, little use of settings both devices furniture as the equipment, not obedience to exchange the ear every hour of phone and carelessness with hygiene equipment. Neglect of eye health and low adoption of preparatory body practices and physical and mental relaxation to face the working day. Recommended breaks were not met as regulates the norm. Thus, when the worker is unaware or even knowing does not adopt preventive measures, increases the risk of illness in the workplace.

The training in ergonomics is a mandatory requirement that must be adopted by companies with initial and semi achievement, involving all workers. It is the duty of the employer to offer a physical and organizational environment respecting ergonomic conditions throughout the work process, and periodically provide training to workers in recognizing the risks and adopt preventive measures. These actions are less costly and can be more successful for the company as for the operator, for the clarification of the same as the occupational risks and an ergonomically favorable environment, directly impact the adoption of preventive measures and possible reduction in high illness rates at work when there is real possibility of adoption by the worker.

References

- [1] Peres, C.C., Marinho-Silva, A., Cavalcante-Fernandes, E., Rocha, L.E. A social construction process of the attachment to the Brazilian government ergonomic regulation for telemarketing operator' work. *Revista Brasileira de Saúde Ocupacional*, São Paulo, 31: 35-46, 2006.
- [2] Vilela, L.V.O., Assunção, A.A. Os mecanismos de controle da atividade no setor de teleatendimento e as queixas de cansaço e esgotamento dos trabalhadores. *Cad. Saúde Pública*, v. 20, n. 4, p. 1069-1078, 2004.
- [3] Glina, D.M.R., Rocha, L.E. Fatores de estresse no trabalho de operadores de centrais de atendimento telefônico de um banco de São Paulo. *Revista Brasileira de Medicina do Trabalho*, v. 1, n. 1, p. 31-39, 2003.
- [4] CFDT. Confédération Française Démocratique du Travail. Disponível em: <http://www.cfdt.fr>. Acesso em: march, 2015.
- [5] Brasil, NR 17 – Ergonomia. Portaria GM n 3214 de 8 de junho de 1978, atualizada pela Portaria MTPS n 3751 de 23 de novembro de 1990. Disponível em: http://portal.mte.gov.br/data/files/FF8080812BE914E6012BEFBAD7064803/nr_17.pdf Acesso em: march, 2015.
- [6] Brasil, Anexo II da NR 17. Trabalho em Teleatendimento/ Telemarketing. Portaria SIT n 9 de 30 de março de 2007. Disponível em: http://portal.mte.gov.br/data/files/FF8080812BE914E6012BEFBAD94B74/nr_17_anexo2.pdf Acesso em: march, 2015.
- [7] Batista, N., Batista, H.S., Goldenberg, P., Seiffert, O., Sonzogno, M.C. Problem-solving approach in the training of healthcare professionals. *Rev. Saúde Pública*, v. 39, n. 2, p. 231-237, 2005.
- [8] Tamayo, N., Abbad, G.S. Autoconceito Profissional e suporte à transferência e impacto do treinamento no trabalho. *RAC*, v. 10, n. 3, p. 09-28, Jul/Set, 2006.